Environmental training- how the Swedish defence Materiel Administration found a winning concept

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- Swedish Defence Materiel Administration (FMV)
- Environmental officer
- Environmental management system, training, procurement

Defence Materiel Administration

- Authority under DoD
- About 2100 employees
- Five main locations, three test ranges
- Annual turnover about 20 billion SEK (150 billion USD)
- Work on behalf of the Swedish Armed Forces to develop, acquire, maintain and phase out of defence materiel

FMV

FMV:s environmental work starts

- In1997 25 pilot authorities received an assignment from the government to start implementing an EMS (ISO 14001)
- Training of staff was early considered a very important part

ISO 14001

- 4.4.2 Training, awareness and competence:
  - The organization shall identify training needs
  - The organization shall require that all personnel whose work may create a significant impact upon the environment, have received appropriate training

Environmental training programme

- Introduction 3 hours
- Basic course 2 days
- Advanced course 2 days

FMV:s training programme

- Introduction for new employees
- Training for line managers
- Procurement
- Phase-out of defence materiel

Introduction for all employees

- Why shall we work with environmental issues?
- Background to EMS pilot project
- Environmental aspects and our activities
- EMS
- Environmental organization and training programme

Basic course

- Demands on FMV
- Basic environmental knowledge
- Legislation
- Environmental organization and EMS
- Environmentally sound acquisition of defence materiel

Advanced course

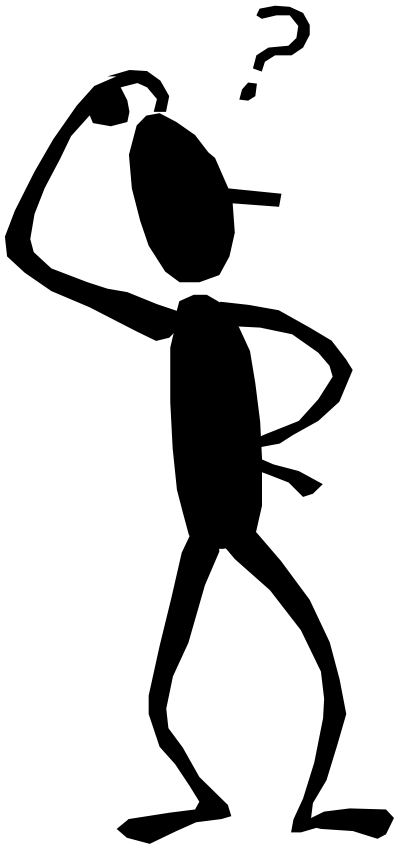
- Environmental knowledge
- Environmentally hazardous substances
- Environmental aspects of products
- Legislation
- Environmental demands in acquisition

What was wrong?

- Few registered for the courses
- Contents too general
- Too much basic environmental knowledge
- Too little environmental knowledge connected to own activities
- No tools to apply the environmental knowledge in daily work

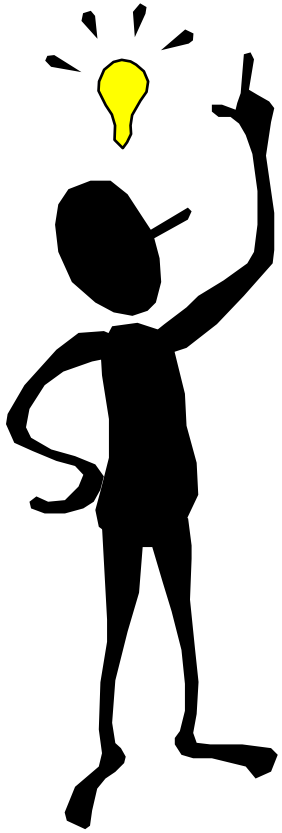
What could we do?

- Make sure that managers send their personnel to environmental training
- Cut out basic environmental knowledge
- Cut out information about EMS
- Introduce environmental knowledge connected to specific field of technology
- Introduce tools for implementation in daily work



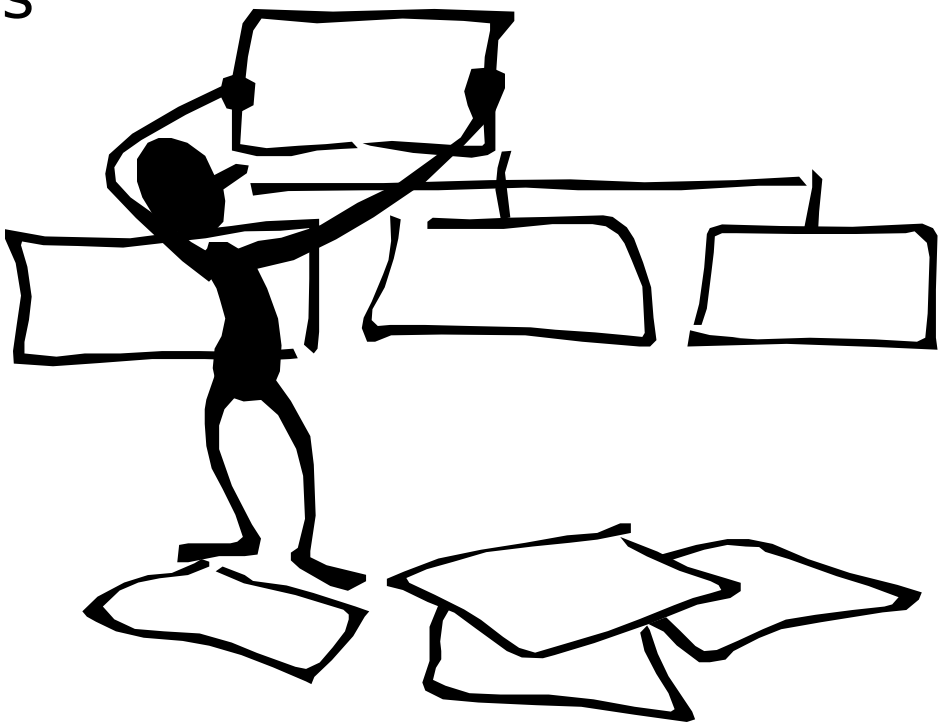
New concept

- Training offered on demand
- Training directed to specific field of technology
- The contents of the course developed with the ”customer”
- Dialogue, not classical training



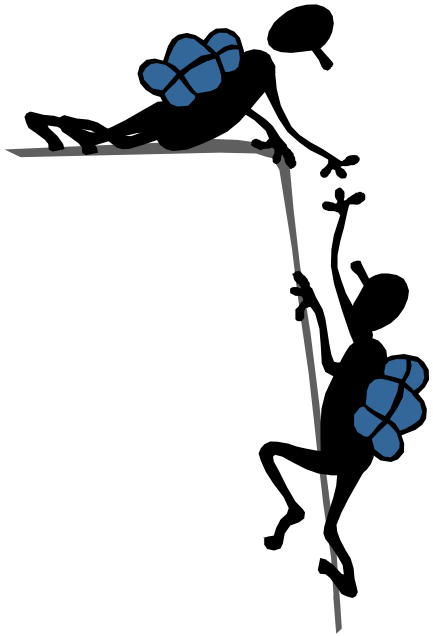
New organization

- Competence based organization
- Easier to offer training to heterogeneous competence groups



Environmental objectives

- Five environmental objectives replaced with one objective based on our most significant environmental aspect: procurement
- The environmental objective is part of FMV:s strategic goals
- Training is offered as a help to reach the strategic goals



Custom made courses

- Why are environmental issues important for FMV (discussion)?
- Environmental issues in the project management process
- Environmental aspects
- Legislation
- Environmental demands in acquisition
- Support

Lessons learned

- Introduction for all employees was good, but we missed follow-up
- Training of heterogeneous competence groups was not good
- General environmental knowledge was not popular
- Environmental sections in other courses was good
- Competence groups – our winning concept!